Self-Monitoring and Contextual Performance:

The Mediating Role of Self Esteem

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Abstract

The purpose of the current study is to investigate the mediating role of self-esteem in the effect of self-monitoring on contextual performance in the context of hotel employees. The sample of the study consisted of 205 employees working in five-star hotels in Antalya, Turkey. For the analysis of the research hypotheses, structural equation modeling was used. As a result of the study, it has been concluded that self-monitoring has a positive effect on contextual performance. It was found that self-esteem has a mediating role in the effect of "ability to modify self-presentation" dimension of self-monitoring on contextual performance whereas self-esteem does not have a mediating role in the effect of "sensitivity to the expressive behavior of others" dimension of self-monitoring on contextual performance. This study contributes to the efforts of managers who seek to improve the contextual performance that plays a role in increasing service quality and efficiency in hotels. On the other hand, the sample contains only five-star hotel employees, and further studies are needed to generalize the results.

Keywords : *Self-Monitoring, Contextual Performance, Self Esteem*

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Kendini Ayarlama ve Bağlamsal Performans:
Benlik Saygısının Aracılık Rolü

Öz

Bu çalışmanın amacı, otel çalışanları açısından kendini ayarlama becerisinin bağlamsal performans üzerindeki etkisinde, benlik saygısının aracı rolünü incelemektir. Araştırmanın örneklemini Antalya'daki beş yıldızlı otel işletmelerinde çalışan 205 kişi oluşturmaktadır. Araştırmanın hipotezlerinin analizinde; yapısal eşitlik modeli kullanılmıştır. Araştırmanın sonunda; kendini ayarlama becerisinin bağlamsal performans üzerinde pozitif etkisinin olduğu olduğu ortaya çıkmıştır. Kendini ayarlama becerisinin "kendi sunumunu değiştirme yeteneği" boyutunun bağlamsal performans üzerindeki etkisinde benlik saygısının aracı rolü olduğu saptanırken, kendini ayarlama becerisinin "başkalarının anlam içeren davranışlarına duyarlılık" boyutunun bağlamsal performans üzerindeki etkisinde benlik saygısının aracı rolü ortaya çıkmamıştır. Bu çalışmanın sonuçları, otel işletmelerinde hizmet kalitesi ve verimliliğin artmasında önemli rol oynayan çalışanlarının bağlamsal performanslarının geliştirilmesi açısından yöneticilere yol gösterici olacaktır. Ancak, araştırmanın örneklemi sadece beş yıldızlı otel çalışanları ile sınırlı olduğundan sonuçların genellenebilmesi için başka çalışmalara ihtiyaç bulunmaktadır.

Anahtar Kelimeler: Kendini Ayarlama, Bağlamsal Performans, Benlik Saygısı

Introduction

The attitudes of the employees in hospitality establishments towards their jobs and their work performances are vital for achieving competitive advantage and maintaining performance efficiency as well as attaining work-related objectives (Karatepe & Sokmen, 2006, p.307). Employee's professional competence (e.g., professional knowledge) may not always be enough to improve service quality. To provide an additional contribution to the enterprise, it may be necessary to encourage behaviors such as volunteering for additional tasks, co-operation with workmates in the organization, proactive working style, dedication, and taking the initiative to solve problems (Borman & Motowidlo, 1993, p.71; Chiang & Hsieh, 2012, p.180). This is because many tasks in hospitality establishments require interaction, cooperation, and collaboration with others.

Activities such as the fulfillment of tasks that are not officially part of the work and co-operation with others in the organization are related to contextual performance. Contextual performance, a concept that has a catalytic effect of increasing corporate performance, is essential for organizational efficiency and team success (Borman & Motowidlo, 1993, p.72; 1997, p.100; Wang, Law & Chen, 2008, p.1809). It also enriches the social and motivational climate in which organizational processes are carried out and supports positive behaviors among individuals (Van Scotter & Motowidlo, 1996, p. 526; LePine et al., 2000, p.53).

Self-monitoring, an essential social skill, stands out in increasing contextual performance because it acknowledges that individuals do not work alone and are in a social context that requires support and care (Van Scotter & Motowidlo, 1996, p.526). High self-monitors can play an essential role in terms of contextual performance because they can read social contexts and determine behaviors that meet the expectations of the social environment. This is because high self monitors have many features that contribute to contextual performance such as organizing their relations in social environments, providing emotional support to others, reading the social contexts correctly, understanding the expectations of individuals, wanting to contribute to the society they are in, solving conflicts through cooperation and reconciliation (Bizzi & Soda, 2011, p. 326).

Another personality trait that positively affects contextual performance is self-esteem. Previous studies have shown that individuals with high self-esteem lay strong emphasis on individual competence, try to develop their organizational roles to achieve this individual competence, tend to believe that they are important, meaningful, effective and valuable in the

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organization they work for, and want to achieve their high-performance goals (Pierce et al., 1989, p. 623; 1993, p. 272; Bellou, et al., 2005, p. 308). Therefore, individuals having these personality traits with high self-esteem increase their contextual performance.

The present study aims to analyze the mediating role of self-esteem in the effect of self-monitoring on contextual performance within the context of hotel employees. It is thought that this study will contribute to the literature in several aspects. Despite the fact that there are several studies in the literature examining the relationship between self-monitoring and work performance and the relationship between self-esteem and work performance, no study has been conducted to examine self-monitoring-self-esteem-contextual performance relationship. On the other hand, despite the studies examining the relationship between self-esteem and work performance (e.g., Akgunduz, 2015) in the literature on tourism and hospitality, there was no study examining the relationship between self-monitoring and work performance. Besides, studies on self-monitoring have drawn attention to the few numbers of studies on self-monitoring in the relevant literature. In this respect, the results of this study may contribute to the literature. In addition to its contribution to the literature, the results of this study may also guide the managers and human resource managers in the tourism industry. Enterprises that care about the contribution of contextual performance to the business, as well as task performance, can take steps to improve the characteristics of the employees based on the results of this study.

1. Literature review and hypotheses development
1.1. Self-monitoring

The theories and researches on self-monitoring are concerned with individuals' processes of planning and implementing behavioral choices in social contexts (Snyder & Gangestad, 1982, p. 125). This theory posits that individuals determine how they behave in a social environment according to the information they receive from the social environment and others, and according to the information provided by their mental state, attitude, and tendencies. Therefore, self-monitoring individuals are more sensitive to social and interpersonal cues than low self-monitors and act accordingly in social environments (Snyder, 1974, p. 527; Snyder & Gangestad, 1982, p. 125).

High self-monitors modify expressive self-presentations and act appropriately in social settings to make positive impressions on others. Self-monitors are particularly sensitive to other people's expressing themselves and their emotions in social settings, and as a result of this sensitivity, they may take appropriate action by observing the clues to the behaviors required

by the environment they are in, adapt themselves to the needs and expectations of society, and change their attitudes to contribute to the society they are in (Lippa, 1978, p. 440; Snyder, 1979, p. 94; Zaccaro et al., 1991, p. 359; Gangestad & Snyder, 2000, p. 530; Klein et al., 2004, p. 300). High self-monitors are motivated by the necessity of perceiving that they are accepted well by others (Ickes et al., 2006, p. 660), make a positive impression on others with their successful self-presentation, and are also willing to provide emotional help to workmates in their workplace (Toegel et al., 2007, p. 341). Some authors have described high self-monitors as chameleons (Killduf & Day, 1994, p. 1047; Bedeian & Day, 2004, p. 689).

Low self-monitors, on the contrary, are not quite sensitive to these social elements that are related to self-expression in social settings; they lack the necessary repertoire for well-developed self-presentation (Snyder, 1979, p.94). They are less affected by the group's attitudes and instead, prioritize their needs and characteristics (Day et al., 2002, p. 391; Klein et al., 2004, p. 302). Low self-monitors ignore their appearance and do not have the ability to create the image expected of them (Snyder, 1979, p. 94; Gangestad & Snyder, 2000, p. 531).

Self-monitoring has two sub-dimensions: "ability to modify self-presentation (self-presentation)" and "sensitivity to the expressive behavior of others (sensitivity)". Self-presentation is related to the ability of individuals to modify their behaviors according to the requirements of the environment, while sensitivity is related to the ability to understand and be sensitive to others' emotions and behaviors by observing their expressive behaviors (Lennox & Wolfe, 1984, p. 1360).

1.2. Self-monitoring-Contextual Performance

As shown by many studies in the literature, two dimensions complement individual performance (Van Scotter & Motowidlo, 1996; Borman & Motowidlo, 1997; Viswesvaran & Ones, 2000). These dimensions are called "task performance" and "contextual performance." Task performance is defined as work behavior within the liabilities of employees that provides fundamental activities, which refer to the organization's technical core, with technical support or sources, materials or services. Conceptual performance is, on the other hand, are related to the behaviors that support the organizational, social and psychological context in which task behaviors are performed (Borman & Motowidlo, 1993, p. 72; 1997, pp. 99-100). Employees' contextual performances have some important features for their organizations. These features complement the "organizational effectiveness" in organizational, psychological and social contexts, and in a sense, they can be the catalyst of the tasks evaluated within the framework of

task performance (Van Scotter & Motowidlo, 1996, p. 527; Mohammed, Mathieu & Bartlett 2002). Van Scotter and Motowidlo (1996, p. 525) attempted to provide a richer structure to contextual performance. To this end, they examined contextual performance in two different dimensions: (1) interpersonal facilitation and (2) job dedication. Interpersonal facilitation consists of considerate and benevolent actions that support the performance of workmates and are prone to joint work. Job dedication includes the actions that can be taken to work hard, take initiatives, and achieve the set goals within the framework of pursuing rules in a manner knitted and motivated by an internal discipline.

In the studies in the literature, it is seen that self-monitoring affects the work outcomes of employees. With their meta-analysis, Day et al. (2002, p.390) pointed to a significant relationship between self-monitoring and job performance/advancement, though with little effect size. In their study on computer sales staff, Anderson and Thacker (1985, p.345) found a significant relationship between self-monitoring scores and the overall assessment rating from the point of women. In their study examining the moderating role of tenure in the relationship between self-monitoring and job performance, Moser and Galais (2007, p.83) determined that self-monitoring and job performance have a relationship in employees with less tenure but do not have any relationship in employees with more tenure. Mehra et al. (2001, p.121) stated that since high-monitors occupy central positions in social networks, their workplace performances are high. Bizzi and Soda (2011, pp. 324-326) claimed that high self-monitors have the skills needed to perform contextual behaviors such as the ability to read the social contexts they are in and to understand the expectations of individuals, wanting to contribute to the society they are in, the ability to modify relations in social environments, and solving conflicts through cooperation and reconciliation. They also pointed to a strong relationship between self-monitoring and contextual performance with their empirical study. Caligiuri and Day (2000, pp. 171-172) studied the effects of self-monitoring on performance ratings (technical, contextual, or expatriate-specific). In the study, supervisors evaluated the performance scores of expatriate subordinates. In terms of contextual performance, the results revealed that high self-monitors are evaluated more favorably by supervisors from the same nation. In contrast, when evaluated by supervisors from a different nation, high self-monitors were seen to have less contextual performance than low self-monitors. At the end of their studies, the authors stated that in workplaces with a multicultural workforce, individuals' contextual performance efforts may vary due to the perception that they do not work, or, the assessments of the supervisors regarding these efforts may be erroneous due to cultural differences. Some

empirical studies have shown that high self monitors provide emotional help to others in the workplace (Flynn et al. 2006; Toegel et al., 2007) The relationship between self-monitoring and organizational citizenship behavior was also demonstrated in other empirical studies, which argued that high self-monitors are prone to organizational citizenship behavior (Blakely, Andrews & Fuller, 2003, Vilela, González & Ferrín, 2010). Taking these studies as a starting point, the following hypothesis can be constructed:

H1: Self-monitoring (a) self-presentation b) sensitivity) has a positive effect on contextual performance

1.3. Mediating Role of Self-Esteem

Rosenberg (1965, p.30) defined self-esteem as positive and negative attitudes of an individual towards him/herself. Self-esteem can also be defined as one's self-evaluation of oneself as sufficient, valuable, and important (Coopersmith, 1967, p.10). Self-esteem contains self-love, self-acceptance, and competence (Wells & Marwell, 1976). Recently, Tafarodi and Swann (1995) have examined self-esteem as a structure with two dimensions: self-liking and self-competence. Individuals with high self-esteem tend to evaluate their characteristics positively and see themselves as competent, capable, accepted, and valued by others (Nahum-Shani et al., 2014, p. 487). In contrast, persons with low self-esteem tend to target achievements below their capacity, fear being rejected, and refrain from displaying themselves and doing things that will catch others' attention (Skaalvik & Hagtvet, 1990, p. 293).

Self-esteem is based on self-concept, and low self-esteem refers to situations in which an individual feels insecure, unworthy, insufficient, and has no individuality (Berent, 1994: 48). Low self-esteem for a person who tends to modify his/her behaviors consistent with his/her self-concept also means that that person will behave believing that he/she is not worthy of being valued and accepted by others (Harter, 1996, p. 24).

Self-esteem occurs as a result of the individual's interactions with others from the early stages of development. Others' positive assessments, feedback, acceptance, and empathic approaches towards that person ensure that the individual has positive and high self-esteem (Rogers, 1980, p. 73; Rosenberg, 1990, p.30). In other words, as a result of interpersonal interactions, individuals review their perceptions of themselves, rearranging their perceptions of themselves according to the feedback they receive from others (Baldwin, 1992, p. 465).

Although no empirical study has been conducted to examine the relationship between self-monitoring and self-esteem, self-presentation within self-monitoring has been associated with self-esteem. Jones et al. (1981, p. 407) found that participants encouraged to present themselves to others showed higher state self-esteem than those who were encouraged to develop themselves less. Leary and Kowalski (1990, p.42) found that low versus high self-esteem did not differ in their use of strategic self-presentation. However, it is seen that individuals who are encouraged for self-improvement evaluate their self-presentations positively and that their self-esteem increased compared to those who are not encouraged. Leary (2004, pp.458-459) stated that self-presentation is the service of enhancing the relational value of the person in the eyes of others, that individuals' self-confidence increases to the extent they are able to reflect images that enhance their relational values, and that in some cases, if individuals believe that their self-presentational behaviors will increase their relational values, they can affect self-esteem even if no interpersonal feedback is available. These findings, therefore, are evidence that there may be a positive effect of self-monitoring on self-esteem. Individuals who can modify their self-presentation and act appropriately in social settings to create positive impressions on others can be more accepted by improving their relationships, and this may positively affect their self-esteem. In this respect, the following hypothesis was developed:

H2: Self-monitoring (a) self-presentation b)sensitivity) has a positive effect on self-esteem.

In the literature, there are researches on the outcomes of self-esteem that increase workforce productivity, such as organizational citizenship behavior and job performance. For example, in their study with 140 doctors and nurses in Greek Public Hospitals, Bellou et al. (2005, p. 305) found that self-esteem affects organizational citizenship behavior. Ferris and colleagues (2015, p. 279), in their study on the relationship between ostracism, self-esteem, and job performance, revealed the effect of self-esteem on individually directed and organizationally directed organizational citizenship behaviors and in-role behaviors. In a study with the staff of a hotel chain in Turkey, it is reported that core self-evaluations that include self-esteem have a positive effect on work engagement (Karatepe & Demir, 2014, p. 307). In a study conducted with four and five-star hotel staff in Turkey, it was observed that there is a positive relationship between self-esteem and job performance (Akgunduz, 2015, p. 1082). In a study conducted in luxury hotels staff in China, core self-evaluations were found to have a positive effect on job performance (Song & Chathoth, 2013, p. 240). In another study (Inkson,

1978, p. 243), a high correlation was found between performance and satisfaction with work in high-self-esteem groups. Also, it was found that self-esteem has a positive effect on employees' overall job performance by increasing employees' creativity (Eissa et al., 2017, p.185). Some other studies have also investigated the relationship between self-esteem and job performance (Judge & Bono, 2001; Ferris et al. 2010).

Based on these studies, the following hypotheses were proposed:

H3: Self-esteem has a positive effect on contextual performance.

In addition to the direct effect of self-monitoring on self-esteem and that of self-esteem on contextual performance, self-esteem can mediate the impact of self-monitoring on contextual performance. In the literature, there is a limited number of studies examining the mediating role of self-esteem. Van Dyne et al. (2000, p.3) found out that organizational-based self-esteem fully mediated the effects of collectivism and propensity to trust on organizational citizenship. In their study in China, Liu et al. (2013, p. 1018) revealed that organization-based self-esteem had the mediating role in the relationship between guanxi and job performance. Considering the previous studies, self-esteem may have a role in the effect of self-monitoring on contextual performance, so the following hypothesis is suggested:

H4: Self-esteem has a mediating role in the effects of self-monitoring (a) self-presentation b) sensitivity) on contextual performance.

2. Methodology

2.1. Sample and Procedures

The research was carried out with the employees of five-star hotels located in Antalya, Turkey. Between June and July 2018, 400 surveys were distributed to six hotels, which accepted to participate in the research, in Antalya-Side. Of the surveys, 220 were returned. After 15 invalid surveys were eliminated, 205 acceptable surveys were left. The rate of return of acceptable surveys is 51%.

Of the participants, 67% were male and 33% were female. A majority of the participants (32%) were aged 25 and below. 29% were in the 26-35 age range. 53% were single, while 47% were married. 22% had an associate degree, 15% a bachelor's degree, 44% were high school graduates, 3% were post-graduate, and 16% were primary school graduates. In terms of work

experience, 42% have less than 5 years of work experience, 33% between 6 and 10 years and 25% have more than 10 years. 38% work in the food and beverages department, 20% in the housekeeping department, 15% in the front office department, 15% animation, and 12% in other departments.

2.2. Measures

Self-monitoring: Two-dimensional *Revised Self-Monitoring Scale* developed by Lennox and Wolfe (1984) was used to measure self-monitoring. The first dimension is "self-presentation." This dimension consists of seven items. In this study, Cronbach's alpha for this dimension was calculated as = 0.83. The other dimension is "sensitivity". This dimension consists of six items, and its Cronbach's alpha was calculated as = 0.83. The scale is a five-point Likert type scale (1: absolutely wrong, 5: absolutely correct).

Self-esteem: The 10-item scale developed by Rosenberg (1979) was used to measure self-esteem. This scale is also a five-point Likert type scale (1: strongly disagree, 5: strongly agree). Cronbach's alpha for the scale was calculated as = 0.81.

Contextual Performance: The five-item scale developed by Borman and Motowidlo (1993) was used to measure contextual performance. This scale is a five-point Likert type scale (1: strongly disagree, 5: strongly agree). Cronbach's alpha for the scale was calculated as = 0.89.

3. Analysis and Results

Partial least squares-structural equation modeling (PLS-SEM) was used to test the research model. The significance of path coefficients and t values were determined with 5000 sample bootstrapping method. The reflective model was used to reflect the two dimensions of the independent variable self-monitoring. For model validity, the measurement model was tested first. Then, a structural model was formed to test the research model and hypotheses.

3.1. Measurement Model

Convergent validity and discriminant validity values of the measurement model are shown in Table 1. First, the indicator loadings were examined. According to Hair et al. (2011), the indicator loadings should be greater than 0.70. For this reason, two items with an indicator loading of 0.62 and 0.63 (2nd item of the sensitivity and 4th item of the Contextual performance) were removed from the model.

It is stated that the average variance extracted (AVE) for convergence validity should be greater than 0.5, and CR should be greater than AVE. The discriminant validity is provided when the square root of the AVE value calculated for each structure is greater than the correlation of each variable with each other (Fornell &Larcker, 1981; Hair et al., 2006; Ringle et al., 2015). In the present study, the AVE values are between 0.58 and 0.72 and all values are higher than 0.50 and the square root of the AVE value of each structure is larger than the coefficient of the correlation of the variable with other variables. According to these results, convergent and discriminant validity were provided.

Harman's single-factor test was used to determine if there was common method bias (Burney et al., 2009, p. 312: Grafton et al., 2010, pp.695-696). In this test, all variables are subjected to the principal component. According to Harman's test, a common method variance can be understood by the emergence of a single factor or a general factor showing the size of the total variance. The results of the factor analysis performed within the scope of the present study revealed 4 factors with eigenvalues greater than 1 and account for 67% of the total variance. The first factor accounts for 28.3% of the total variance; this value does not correspond to the majority of the total variance. According to the results, it is possible to say that the findings related to the common method variance in this study were not significant.

Table 1. Convergent and Discriminant validity of constructs

	CR	AVE	1	2	3	4
1. Self-presentation	0.878	0.593	**0.770**			
2. Sensitivity	0.893	0.678	0.295	**0.823**		
3- Self-esteem	0.874	0.583	0.267	0.072	**0.764**	
4- Contextual performance	0.928	0.722	0.300	0.220	0.372	**0.850**

3.2. Structural Model

The research model was tested in two stages. The first stage is the direct model of the effect of the dimensions of self-monitoring on contextual performance (Table 2). First of all, collinearity was assessed to investigate whether the predictor constructs were closely related to endogenous constructs. The variance inflation factor (VIF) of the predictor constructs was found to be below 3.0, which points to the absence of collinearity. Also, the Q^2 value produced

by a blindfolding procedure was greater than zero, which points to the predictive relevance of the structural model (Hair et al. 2011). The results of the model reveal that both dimensions of self-monitoring (self-presentation, sensitivity) have a positive effect on contextual performance (p<0.05). The hypothesis H1 established for this effect was accepted.

Table 2. Structural model assessment of model 1

	R^2	Q^2	
Contextual performance	0.116	0.067	
	Path coefficient	**t value**	**p value**
Self-presentation→contextual performance	0.253	3.257	0.001**
Sensitivity→ contextual performance	0.164	2.148	0.032**

The second model is the full structural model indicating the mediating effect of self-esteem on the effect of the dimensions of self-monitoring on contextual performance (Table 3, figure 1). For all predictor constructs, the Q^2 of the full structural model was greater than zero, and the VIF was less than 3. According to the results, while the significant effect of the self-presentation dimension of self-monitoring on contextual performance continues (p <0.05), the effect of the sensitivity dimension on contextual performance becomes insignificant p>0.05). Similarly, the self-presentation dimension has a significant effect on self-esteem (p <0.05), while the effect of the sensitivity dimension on self-esteem is not significant (p>0.05). H2a was accepted while H2b was rejected. Self-esteem has a positive effect on contextual performance (p <0.05). H3 has been accepted.

Table 3. Structural model assessment of model 2

	R^2	Q^2	
Self-esteem	0.072	0.034	
Contextual performance	0.197	0.127	
	Path coefficient	**t value**	**p value**
Self-presentation→self esteem	0.262	3.334	0.001*
Sensitivity→ self esteem	0.016	0.151	0.880
Self esteem→contextual performance	0.313	5.699	0.000*
Self-presentation→contextual performance	0.178	2.427	0.015*
Sensitivity→ contextual performance	0.130	1.449	0.147

*p < .05

The direct effect of the self-presentation dimension on contextual performance is significant in both models (model 1 and model 2), but there is a difference of 0.075. Self-presentation has both direct and indirect effects on contextual performance (Table 3 and 4, Figure 1). Variance accounted for (VAF) was calculated as 31.5%, in the 20% and 80% range. Hence, it was found that self-esteem has a partial mediating role in the effect of the self-presentation dimension on contextual performance, and therefore, H4a has been accepted.

Since the sensitivity dimension does not have a significant effect on self-esteem, an indirect effect was not established, and therefore, H4b, established for the mediating effect of self-esteem, was rejected.

Table 4. Direct, indirect, total effects

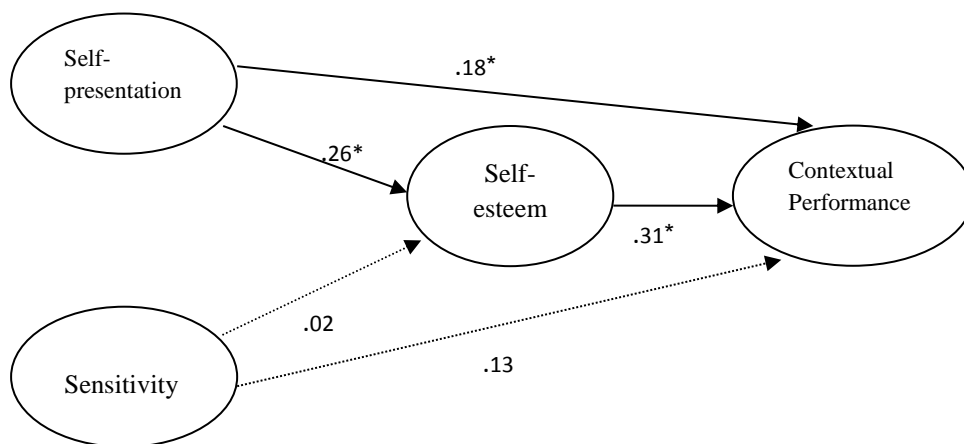| Relation	Direct effect	Indirect effect	Total effect	VAF
Self-presentation→contextual performance	0.178	0.082	0.260	31.5%
Sensitivity→ contextual performance	0.130	0.005	0.135	

Fig. 1. Structural path estimates model.

4. Discussion and Conclusions

The present paper examines the mediating role of self-esteem in the effect of self-monitoring on contextual performance. High self-monitors are expected to have high self-esteem and, as a result, increased contextual performance. Firstly, it was examined whether self-monitoring has a direct effect on contextual performance. The study has revealed that both dimensions of self-monitoring have a direct effect on contextual performance. In other words, it has been found out that individual with the ability to modify their behaviors according to the requirements of the environment and to understand the emotions and behaviors of others have higher contextual performance. This finding is consistent with the findings of previous studies. Previous studies (Caligiuri & Day 2000; Bizzi & Soda 2011) have also highlighted the positive relationship between self-monitoring and contextual performance.

Another result of the present study is the partial mediating role of self-monitoring in the effect of the self-presentation dimension of self-monitoring on contextual performance. Individuals who can adapt their self-presentation by understanding the requirements of the environment they are in have higher self-esteem and therefore, higher contextual performance. Individuals acting appropriately in social settings to create positive impressions on others have increased relational values and self-esteem (Leary 2001), and as a result, higher contextual performance. A previous study conducted on hotels has proven that self-esteem improves job performance (Akgunduz, 2015). Self-esteem did not have the mediating role in the effect of the sensitivity dimension of self-monitoring on contextual performance. In other words, although the sensitivity to expressive behavior of other dimension had a direct effect on contextual performance, it had no effect through self-esteem. Although understanding the feelings and behaviors of others and acting accordingly increases the self-esteem of individuals, it was observed in the study that it was not significant. The fact that the sensitivity dimension of self-monitoring does not have a significant effect on self-esteem also makes the mediating effect insignificant.

The present study has several theoretical contributions. First, although the importance of the concept of self-monitoring has been emphasized in the literature in terms of hospitality enterprises (Samenfink, 1991), it has not been sufficiently addressed in the literature on hospitality. Also, no study that investigates the relationship between self-monitoring and contextual performance has been found. Secondly, the findings of this study on the mediating role of self-esteem in this relationship may also contribute to the researchers investigating the

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concept of self-monitoring. In particular, the effect of ability to modify self-presentation on contextual performance through self-esteem is an important contribution to the relevant literature. Third, the emphasis on contextual performance in terms of improving service quality can be a guide for future research. In particular, this study can give researchers an idea to increase contextual performance for other labor-intensive sectors, since the relationship between self-monitoring and contextual performance has been revealed.

In the present study, it has been proven that self-monitoring has a positive relationship with contextual performance. Hospitality enterprises that want to increase the contextual performance of their employees can use the self-monitoring scale when hiring new employees. An earlier study (Samenfink, 1991, p.7) underlined the advantages of hiring high self-monitors in hospitality enterprises. The author stated that high self-monitors work in a workplace for a longer period and this reduces the employee turnover rate. The author also noted that when the employee turnover rate decreases, the enterprise's training costs decrease, better communication with customers is achieved, better training opportunities are developed for employees, and thus, better-trained individuals work in each position. Since high self-monitors have the ability to adjust their behavior depending on the social environment, employing personnel with this feature will provide competitive advantage to the hospitality enterprises where employee-customer interaction is intense. This is important in terms of ensuring effective communication with customers, meeting customer needs and solving their problems, increasing perceptions of customers about the quality of service and repurchase behavior.

This study has some limitations. Data were obtained from the employees of only five-star hotels. Future studies may include the employees of other hospitality enterprises to make a comparison. Another limitation is related to the use of a single variable as the dependent variable. However, self-monitoring has both individual outcomes (e.g., career development), intra-group outcomes (e.g., decision-making process), as well as organizational (e.g., cross-cultural adjustment) outcomes. Future studies may focus on other effects of self-monitoring. In this study, self-esteem, which is a personality trait, was used as the mediating variable. Future studies may utilize a variable related to interpersonal relationships (e.g., conflict management styles).

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